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Wine Tourism as a Non-Core Business Strategy for Small Wineries

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Authors' contribution The article (a revised and expanded version of a paper entitled “Building a ‘Non-Core Business Theory’ - The Case of Wine Tourism for Wine Firms”, presented at the 6th GIKA Conference - Special Track – “Turning Kurt Lewin on his head: Nothing is so theoretical as a good practice”, Valencia, Spain, 20-23 March 2016) is the result of the common reflection of all the authors. In the editing phase, the “Introduction” section was written by Gerardino Metallo; the “Focused review of scientific literature on non-core business strategies”, the “Methodology: paradigms and developments”, and the “Conclusion for a non-core business strategy” sections were written by Maria Teresa Cuomo; the “The analysis of the case study (from the wine sector)” section was written by Giuseppe Festa; and the “Results from the case study, limits of the research, and scientific/managerial implications” section was written by Pantea Foroudi.

Abstract

In recent years, wineries have been implementing increasingly more wine tourism activities as complementary or supplementary services to enhance their wine products. This paper adopts an inductive research paradigm based on grounded investigation; more specifically, this paper begins with a case study and expands to involve further similar evidence. The findings of this study show that, for wineries, wine tourism represents a fundamental opportunity for communication (institutional and commercial), distribution (as a form of direct channel), and growth (to include tasting, catering, hospitality, and so on). Most importantly, for both scholars and managers, the results of the research highlight that wine tourism can become the main source of the business value, especially in the case of small wineries (an example of which is examined in the case study under analysis). In these situations, however, wine production still characterizes the business because, otherwise, there can be no wine tourism, but wine production is not realistically critical to the business in terms of survival, competitiveness, and development.

Keywords

Core business; good practices; grounded theory; non-core business theory; wine business; wine tourism.

1. Introduction

In the wine sector, with all the contextual exceptions that can be naturally found (Banks and Overton, 2010), the following polarization usually emerges at the geographical, productive, and commercial level: the Old World of wine (i.e., wine produced in Italy, France, Spain, and so on) versus the New World of wine (i.e., wine produced in the United States of America, Australia, New Zealand, and so on). From a marketing point of view, in particular, scholars believe that the countries of the Old World are primarily product oriented and that there is thus a great emphasis in these countries on the wine *terroir*, while the countries of the New World seem predominantly market oriented and that there is thus a great emphasis in these countries on wine variety (Campbell and Guibert, 2006; Remaud and Couderc, 2006; Resnick, 2008).

This opposition, according to some studies (Getz et al., 2008), is also reflected in the connected phenomenon of wine tourism, in which New World wineries seem much more competitive (in terms of dimensions, offers, and abilities) than Old World ones. The main limitations to the full development of wine tourism in Europe seem to be the lack of service orientation (Tommasetti and Festa, 2014), the resistance to collaborations on territory (Ciasullo and Festa, 2013), and the difficulty of communicating the idea of the wine territory as a specific tourist destination (Festa et al., 2015).

Old World wineries are provided with a wealth of complementary resources to enhance wine tourism (Getz and Brown, 2006), considering the richness of the landscape, history, and culture of Old World countries in general. It is very likely that these resources can constitute a natural differential advantage compared with the wine tourism of the New World, which, in fact, depends very much on the specific attractiveness of the wineries (Todd, 2004).

The fundamental aim of this research is to explore how wine firms develop wine tourism as a complementary or supplementary service to enhance their wine products.

In other words, this study analyses how wine tourism can enrich the core offerings of the winery as a lever of communication, distribution, and business.

More specifically, however, the main objective of this investigation is to understand whether wine tourism, which in theory is placed in the downstream of the wine offering, can also be considered to be the main engine of value for the wine firm. In fact, an agri-food firm that does not produce wine (as a core business) cannot implement wine tourism, at least when considering wine tourism in normal and not extraordinary conditions; however, wineries, especially small ones, can discover in the formula of the 'wine tourism firm' a new model for survival, competitiveness, and development.

The following sections rely primarily on the current research on non-core business opportunities: Section 2, Section 3 (which outlines the research methodology), and Section 4 (which presents the findings from the case-study analysis). Finally, Section 5 summarizes the research contributions and limitations of this paper and their implications for scholars and managers.

2. Focused review of scientific literature on non-core business strategies

In management studies, research on non-core business issues primarily identifies which activities and/or processes are not crucial for organizations (Zook and Allen, 2001) to govern and manage their outsourcing (Zhu et al., 2001). Information and communication technologies have even increased the possibility of handling an activity or process as non-core, thereby developing increasingly more the specific role of application service providers (Weerakkody et al., 2003).

In most cases, the purpose of outsourcing non-core business operations is the major efficiency that is achievable by the outsourcer by leveraging its large quantity of production or the major competence that can be activated by the outsourcer due to its specialization and consequent superior knowledge in that specific field (Mahmoodzadeh et al., 2009; Romaniello and Medlin, 2010). In rare circumstances, however, some non-core business operations (such as wine tourism) may be better implemented by the outsourcee than the outsourcer (in this case, a winery).

Another essential contribution deriving from the internal deployment of activities that are related only to the core business may concern the expansion and the

improvement of cash flow (Cheng and Hollie, 2008); however, even though these activities involve a direct contact with customers and generate direct value, these activities are neither primary activities that emerge in the value chain (Porter, 1985) nor, according to that model, support activities, which sometimes can generate revenues and/or cash (such as for the purchasing department when there is a sell-off). Thus, when reasoning about core-business-related activities, relevant considerations about ambidexterity can emerge, even for small firms (Josefy et al., 2017).

Nevertheless, the distinction between core and non-core business activities can be significant also from the point of view of reputation and marketing: in some situations, in fact, it would even be opportune to adopt different brand strategies, which could work separately or integratedly with different impacts on the global firm value (Depecik et al., 2014). Naturally, these autonomous brands can, furthermore, be eligible as spin-off businesses (Tang, 2019).

This hype search for overall optimization, however, brings not only benefits but also risks (Gewald and Dibbern, 2009). Among the potential dangers, some of the most relevant concern knowledge management issues (Mahmoodzadeh et al., 2009), given the tremendous contribution of data, information, knowledge, competence, and expertise to business success (Nonaka and Takeuchi, 1995; Neef et al., 1998).

With specific reference to the wine sector, wine tourism is primarily a complementary or supplementary (i.e., non-core) source of income (Dodd, 1995; Mancino and Lo Presti, 2012); according to subsequent research, however, wine tourism has emerged, under some conditions, as the main contributor to the wine business value; this finding has also been reported in other studies (Hall and Mitchell, 2000). This evidence, resulting from a practical or theoretical investigation, enables the development of a non-core-business theory for wine tourism in wine firms and very probably for other sectors.

3. Methodology: paradigms and developments

Starting from the above literature review, the research question (RQ) under analysis is the following: *“Can wine tourism represent a non-core business strategy for the critical success of a winery?”*. The true meaning of the research objective, as

aforementioned, is to understand whether wine tourism can evolve from being a complementary or supplementary service to being indispensable to business survival and growth.

From a methodological point of view, the following investigation aims at building a theoretical approach from a case study analysis by adopting a contextual revision of the interpretative paradigm of the grounded theory (Corbin and Strauss, 1990 and 2014); more specifically, in this research, the scientific reasoning, from the perspective of the grounded theory, has been analysed in retrospect (Bitsch, 2005). This study is fundamentally based on ‘theoretical sensitivity’ (Glaser, 1978); in other words, the research has adopted a business cognitive progression (Eisenhardt, 1989; Woodside, 2010) to frame the evidence of the case study, as emerging from the research process, into the theory of the scientific literature (Van de Ven, 1989; Weick, 1989).

This methodology is justified by the peculiar nature of the selected winery under investigation. This winery represents a success story and is thus, from the perspective of the possible theory that could derive from studying this winery, an extreme case (Eisenhardt, 1989); i.e., in practical terms, this study builds a sort of theoretical prototype (Wang et al., 2005) from the case study. To a certain extent, this approach, with contextual reference to a business situation, is a peculiar application of the grounded practical theory (Craig and Tracy, 1995), but fundamental roots of this reasoning must be found earlier (Lewin, 1945 and 1951), thus arriving at theoretically abstracting the successful good practices of the case study under analysis (Kasanen et al., 1993).

4. The analysis of the case study (from the wine sector)

The enterprise that has been selected for the case study is Vigne di Raito, a winery that is located in the south of Italy. This wine firm was chosen because it presents simultaneously two important rationales for a case study (Yin, 2014). First, this firm is typical of Old World wineries, particularly those in Italy, because of the firm’s strong family involvement, small dimensions, *terroir*-based wines, and so on (Tudisca et al., 2014); second, the firm is also an extreme case, as aforementioned, because it has gained from its own experience the entrepreneurial belief of achieving better economic

results from wine tourism than from the wine business in the strict sense, given the small size of the firm's wine production.

The analysis of the case study has been carried out by using narration to highlight spontaneously, in deference to the abovementioned grounded approach, the entrepreneurial and managerial characteristics of the business model in question. The documental building of the case study has been implemented through the recording of semi-structured interviews, conducted from 2015 to 2016, with subsequent unwinding and text editing, using the present tense as historical narrative.

The development of the case study was based on a data triangulation of the first type, i.e., by using different sources (Denzin, 1970; Patton, 1987), which consisted of 1) interviews with the entrepreneur, 2) TripAdvisor reviews, and 3) personal conversations with local and national experts. Then, the analysis, including the methodological reconstruction of the entrepreneurial path, was submitted to the winery entrepreneur to obtain confirmation of the correct interpretation of the phenomenon.

4.1 History of the winery

Vigne di Raito is the name of a winery situated in Raito, a hamlet of the municipality of Vietri sul Mare ('Vietri on the sea') in the province of Salerno, in the region of Campania, in the south of Italy; Vietri sul Mare is located at the very beginning of the Amalfi Coast, which has been a World Heritage Site since 1997. The winery is a first-generation business; therefore, the firm was not inherited as a family business but was started by the passion of Patrizia Malanga, owner of the firm,

"I wanted to do something for my beautiful land that, at that time, was in a state of total decay. Even the inhabitants of Salerno, beyond some superficial knowledge of Villa Guariglia, were used to confuse Raito with Ravello".

In 2001, with the help of her family, Patrizia Malanga buys and reclaims a land of approximately two hectares on the Amalfi Coast. Only later does she discover that the name of the place where her land is located is 'San Vito ad Torcle' (from the Latin

torculum, meaning ‘wine press’) and that in the past, the soil was suited to the cultivation of grapes and citrus.

With the advice of agronomists and oenologists, she plants a vineyard, the first in the area with a specialized vocation, based on two red grapes—Aglianico and Piediroso—with the ambitious goal of producing high-quality wines that can express the flavours of the Amalfi Coast—a place with great charm, a mild climate, and a naturalistic sense. The choice of planting only red grapes was for purely personal reasons, i.e., entrepreneurial intuitions not connected to agronomic or oenological motivations. (Not only many consumers but also many operators still believe that the only real wine is red wine).

The settlement of the vineyard takes place in 2003 with approximately 6,000 shoots, planted personally by Patrizia Malanga. This detail is not trivial because the creation of Vigne di Raito has been thought of as a real entrepreneurial dream, which, as all dreams (and all businesses), has a high cost in terms of not only economic profile but also, and most important, personal commitment and sacrifice.

According to the entrepreneur, these difficulties are even more important when running a small business, with all the limitations that this entails, starting with the limited opportunities of the company staff, which of course involves the whole family. These difficulties are also even more important when, as in the case of Vigne di Raito, the company is located in a region whose landscape, although wonderful, is steep, thus making each operation (maintenance of the vine, harvesting of the grapes, delivery of the bottles, and so on) much more complex than elsewhere.

Although when formally started, the firm used integrated techniques for vine cultivation and wine making, the firm has always used biological practices (which, in 2008, the firm formally achieved certification to use). These practices are consistent with the dedication and the passion of Patrizia Malanga to protect the territory where Vigne di Raito is located. Biological practices consist of adopting processes that operate with the greatest possible respect for the soil; therefore, these processes exclude the use of herbicides, pesticides, insecticides, fungicides and fertilizers and involve a minimal use—very much below the limits set by law for conventional wines—of adjunct substances (e.g., sulphur dioxide).

Biological agriculture (in addition to consistently satisfying the emotion, devotion, and responsibility of Vigne di Raito towards the territory) may develop, at least from a prospective point of view, interesting effects concerning the potential premium prices on the market. In fact, in the perception of modern consumers, the 'bio' label not only formally but also substantially seems to reinforce the unique character of the wine offering.

Furthermore, biological practices also emphasize the role of the vine, which, much more than the lemon (another agriculturally traditional plant of the Amalfi Coast), becomes extremely important for the fortitude of the land. Lemon, in fact, has shallow roots, while the vine pushes its roots ever more deeply, thereby splitting the rock and anchoring to the ground, thereby helping to prevent slipping downhill.

4.2 Products and markets

The number of bottles produced by the firm differs from year to year because only grapes from the property vineyards are used, while grapes from other vine growers are not purchased. The normally mild climate of the Amalfi Coast, indeed, has often caused many problems for the grapes because of very high temperatures, while the vine, to give its best, must struggle, even though the biological practices have given evidence of contributing to a significant strengthening of the plants.

From the Aglianico and Piediroso grapes, two labels are made: Ragis (red wine) and Vitamenia (rosé wine). The production is very limited because of the small size of the vineyard (2 hectares) and the peculiar terroir (hot, rough, and so on).

The average Ex Works price for one bottle of Vigne di Raito is approximately 12.50 euro, which is a considerably high price for international markets. This price is higher than the average price of Italian wines and also higher than the average price of wines from other leading wine-producing countries, but the price for a bottle of Vigne di Raito is well justified, at least in terms of cost analysis, because of the particularity of production (Brierley, 2013), thus resulting in higher market positioning.

The map that is shown below (cf. Fig. 1) crosses the traditional parameters of quality and price. The articulation of price ranges is adapted from Rabobank (2003), while it is assumed that a) the possible different positioning about the perceived quality is internal

to the same price range (assuming also that currently almost all wines are of sufficient quality), and b) this articulation derives precisely from the different average price that has been paid.

The average prices per litre for the Vigne di Raito wine are calculated, assuming 1 bottle is 0.75 litre and, on the basis of the it.investing.com platform, a 2015 average exchange rate between the euro and the dollar of 1.1103. Then, these prices are compared with the prices (i.e., the Average Export Price) of the five major producing countries in the world (SDA Bocconi Wine Lab Management, 2015).

<<<Figure 1 about Here>>>

The only way to reduce sales prices would be to increase production, thereby spreading fixed costs over a larger number of products. Patrizia Malanga, however, does not want to buy grapes from other wine firms because, at that point, her entrepreneurial philosophy (i.e., of producing a high-quality product, a niche product, a product that can be cared for day to day) would be distorted.

Furthermore, the intention of producing a wine tightly anchored to the territory has been declining; this decline is even reflected in the naming of the wine as a specific choice of marketing communication (together with the institutional communication about the corporate name of Vigne di Raito). In fact, Ragis is the Lombard name of Raito (but also, according to legend, the radius of the sun that always shines on those areas), while Vitamenia is the name of the area surrounding the vineyards.

In terms of distribution, at least 20% of the bottles are sold on the Amalfi Coast through the Ho.Re.Ca. channel (hotel, restaurant, café/catering). Additionally, because, as a niche product, the Vigne di Raito wine, with its history, leads to consumption that is consistent with the type of consumption associated with a typical resort on the Amalfi Coast, which is constantly visited by tourists coming from all around the world and often engaging in affluent consumption.

For several years, however, both for reasons of expediency (the Amalfi Coast is one of the most popular tourist spots in the world) and necessity (i.e., the necessity of enhancing the direct sales in the winery), a functional hospitality activity has been set up. Viticulture and wine making complement the restaurant business, which is enriched

by tours in the vineyard and wine tasting in the cellar; thus, Vigne di Raito remains a winery, but it has also become a farm to serve wines and prepare meals for guests (Greenwood and Tate, 2017).

The firm has begun to work with increasingly numerous flows of tourists, mainly foreigners. With this opening to wine tourism, Vigne di Raito can sell approximately 35% of the production in-house, thereby taking advantage of 1) increased profitability on the price (by being able to eliminate the margins required by downstream intermediaries) and 2) prompt liquidity.

In addition, due to contacts and relationships arising from wine tourism (Vissak et al., 2017), a collaboration with US importers has started to result in selling bottles in Massachusetts, North Carolina, and Georgia and directly to New York. (These sales account for approximately 35% of Vigne di Raito's production). The remaining 10% of production is sold in the national territory (cf. Fig. 2) through direct sales and small-scale distribution (because of the prestige of the brand and the limited production).

<<<Figure 2 about Here>>>

With this entrepreneurial evolution, wine tourism for Vigne di Raito is not only a complement or supplement to the firm's wine offering, but it is also a real model of a non-core business. In fact, Patrizia Malanga admits,

“If I were limited only to wine business, my company would be bankrupt. Instead, I can get very good results thanks to the wine tourism”.

The transition, to a certain extent, from the business of wine to the business of wine tourism, has been highlighted by the trend over the last 3 years of the contribution of these two areas of business to global revenues (cf. Fig. 3); in fact, wine tourism turnover, between 2014 and 2015, has surpassed wine sales turnover in concurrence with the latest investment in locating the cellar in the same area of the wine farm. However, as noted above, wine tourism activities also contribute directly to sales in the winery.

<<<Figure 3 about Here>>>

Currently, Vigne di Raito has become well-known evidence of the success of wine tourism on the Amalfi Coast. The firm practices ‘ad personam’ hospitality, in which all the staff, following the example of the entrepreneur, is completely dedicated to the guests; the staff provides an ‘exclusive’ accommodation for each guest and imagines the individual guest as though she/he were the only guest of the winery (Vigolo et al., 2016).

Wine is the driving force of the tourism offering of Vigne di Raito but within the context of the total food and wine reception offered to tourists. In fact, in tours always narrated by Patrizia Malanga, tourists can taste other excellent products (in addition to the wines of the winery) of the Amalfi Coast. Thus, in a very special experience of wine tourism, not only the story of the cellar but also the stories of the farms that make the other products of the wine tourism offering are presented. This narration concerns also wines from other local wineries, thus further indicating that the main business orientation of Vigne di Raito currently resides in offering wine tourism and not just, in the strict sense, in selling wine.

4.3 A possible reconstruction of the strategy (and the theory)

The analysis of the case study shows, through a retrospective interpretation, a quite clear entrepreneurial trajectory (Dye and Vibert, 2012), which, through the research, has been represented synoptically in Fig. 4, where the main entrepreneurial moments of Vigne di Raito have been explicated by parallel theoretical management references (Tsoukas, 1989); this explication is consistent with the aforementioned methodology. As easily inferred from the chart, from the theoretical analysis of the practical activity has emerged a business dynamic. This evolution is decidedly coherent in its early development, but, at a certain moment in the life of the business, in the tough confrontation with the market, complaints about a structural commercial difficulty eventually develop; this difficulty is eventually overcome by simply adopting a non-core business approach.

<<<Figure 4 about Here>>>

Patrizia Malanga started the Vigne di Raito business because she was moved by an unquestionable entrepreneurial fervour ('animal spirit'), and she arrived at imagining ("dreaming", using her precise words) a 'business idea', in which traits of a 'female business', 'family business', and 'small business' can evidently be found. To enhance the Amalfi Coast value ('resource-based view'), her 'social responsibility' towards the territory (e.g., the prevention of hydro-geological risk) has been accompanied by the choice for biological products ('green marketing'), almost automatically arriving at positioning her offering, in terms of competitive strategy, in a market niche ('differentiation/focusing').

The high production costs ('cost-based pricing') has forced high market prices, thereby leading to a structural 'competitiveness problem' because of solid obstacles ('constraints theory'). Patrizia Malanga wants to produce high-quality organic wines, which must come exclusively from the property vineyards.

The examination of these constraints generates a 'strategic control' regarding business risk specifically and capital budgeting more generally (Rossi, 2014). After this analysis, the 'emerging strategy' of developing wine tourism activities arises; this decision, apparently pliant, is consistent with the nature of the firm (Ginsberg, 1997), in that the firm leverages an overall wine business competence (Coleman and Casselman, 2016) and proves successful from an economic performance point of view.

After the above retrospective interpretation, the emphasis on the primary contribution of wine tourism to the winery turnover has been replicated in five other practical examples, which generally have the same characteristics of Vigne di Raito. More specifically, these wineries have a common territory of origin, Campania, in the south of Italy because of the possible similarity in their business strategies (Rossi et al., 2011) and other aspects that they have in common concerning tourism orientation, small size, family engagement, and product philosophy (cf. Table 1).

To identify these further cases, according to a judgment-based sampling, the opinions of three experts have been analysed: Emanuela Russo, past president of the Wine Tourism Movement of Campania; Ferdinando Cappuccio, past president of the

Provincial Enoteca of Salerno; and Paolo Benvenuti, general director of the National Association of Wine Cities of Italy.

<<<Table 1 about Here>>>

Those in charge of every single winery were contacted by phone. These reference persons were sent the study in question, and a single opinion on the application of the non-core business theory has been requested. For all the contacted wineries, confirmation has been obtained about the trend shift of turnover in favour of wine tourism activities.

5. Results from the case study, limits of the research, and scientific/managerial implications

The research has shown that wine tourism for a winery represents fundamentally an opportunity for communication (institutional and commercial), distribution (as a form of direct channel), and growth (to include tasting, catering, hospitality, and so on). In addition, in certain situations (as verified in the five practical examples to which the theory derived from the case study has been applied), it is even possible for wine tourism to become the main source of turnover, thus allowing responding “Yes” to the research question “Can wine tourism represent a non-core business strategy for the critical success of a winery?”.

This is especially true in the case of small wineries (such as in the case study about Vigne di Raito). In this situation, wine production remains, however characteristic, because otherwise, there can be no wine tourism, but it is not realistically critical in terms of survival, competitiveness, and development.

The main limitation of the research is connected to the case study methodology, which does not allow extending with statistical significance the results of the investigation. In fact, in this case, the reliability of the research depends on the exploratory (not explanatory) value of the case study because the analysis is aimed at developing a non-core business theory.

Possible scientific implications concern mainly subsequent insights concerning the contribution of wine tourism to *servitisation* of wine production (Dalli and Lanzara, 2013, Bonfanti et al., 2014) because of the knowledge that has been developed around the core competence (Hamel and Prahalad, 1990); this knowledge can allow a reengineering strategy based on non-disruptive knowledge (Stary, 2014). This vision also methodologically accords with the economic development of the tertiary sector, even though some professionals, researchers, and intellectuals emphasize, most of all in times of financial crises, the return to material production as an antidote to immaterial hypertrophy (Pasquinelli, 2010).

Possible managerial implications primarily concern the possibility/opportunity to activate a virtuous circle in which the non-core business generates useful resources for the overall survival outlook of the core business. For example, wine tourism normally acts as a complement or supplement to the wine business; in turn, the core business (developing also thanks to non-core resources, its attractiveness and, perhaps, its competitiveness) should allow a further development of the non-core business, thereby activating indeed a self-value-co-creation process within the winery.

If a prevalence of the non-core business should emerge, as in the case of Vigne di Raito, the wine maker/manager will be forced to adopt correct investment decisions about the strategies of the winery; most of these strategies would probably focus on the activities that are expected to generate greater value ('core' or 'non-core'). This is true for the evolution of the business sustainability (Del Giudice et al., 2017) and, naturally, even more for the creation of the business sustainability (Raineri, 2011).

Instead, if wanting to extend the possible application of a non-core business theory, it is likely that future research developments will have to be directed towards areas or sectors that are more prone to production *tertiarisation*, in which the core business competence would not be lost but would be rather enhanced. In addition, from a methodological point of view, it is also likely that a non-core business theory may emerge as a possible solution resulting from a strategic control over the unsatisfactory performance of the core business; in the presence of very tight constraints, due to various reasons, adopting a more traditional entrepreneurial or managerial option (expansion, contraction, conversion, deferment, suspension, or abandon) would be impossible.

6. Conclusion for a non-core business strategy

Small wineries, in theory, are hardly competitive at the national and international level because of their limited volumes; therefore, a surprising entrepreneurial role can be played by wine tourism. In some situations, in fact, wine tourism is economically more profitable than the 'normal' business of producing and selling grapes or wine. (This 'normal' business undoubtedly remains a core competence.)

Most probably, it is reasonable to assume that such situations, such as that explored in the case study, have been achieved as a result of emergent strategies (Mintzberg and Waters, 1985) deriving from good practices. Altogether, it is equally plausible, naturally under certain conditions (Daniel et al., 2012), to conceptualize a real non-core business theory (starting even from strategic planning) that would guide entrepreneurs and/or managers to emphasize the contribution of non-core competences; such a theory is even more applicable to the greater opening of the business offering to *tertiarisation* processes and, most important, through the digitalization of production activities, organization processes, and information flows.

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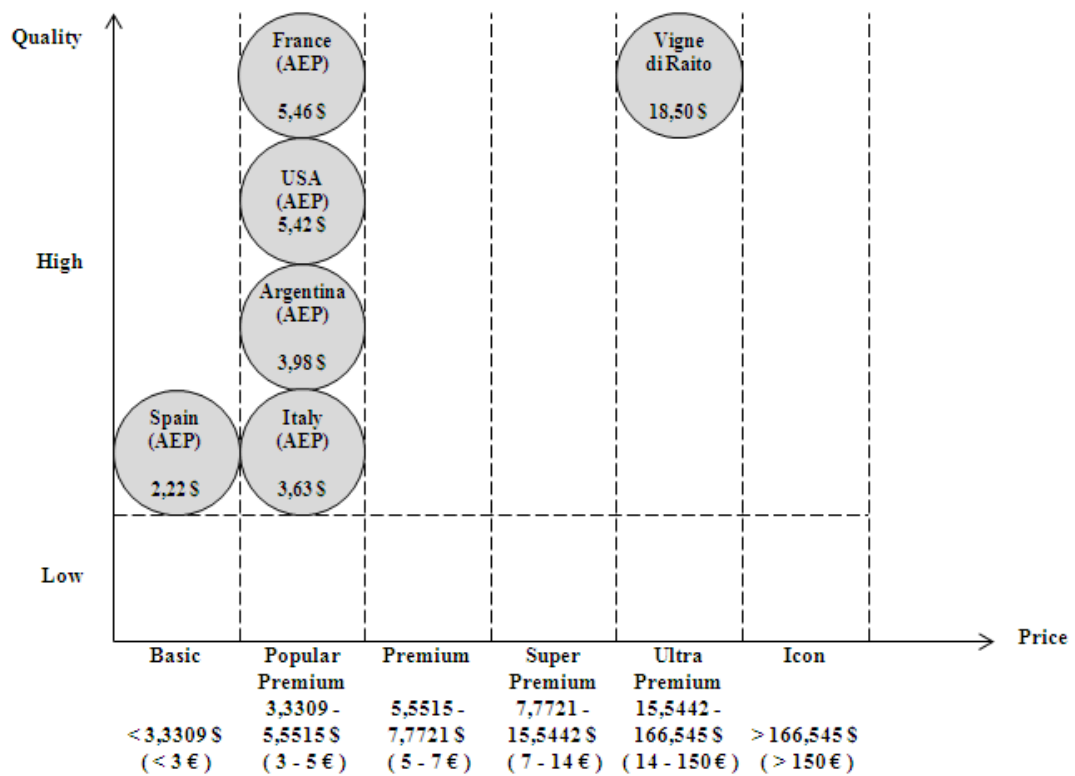


Figure 1. The price-based positioning of Vigne di Raito on international markets. Authors' calculation.

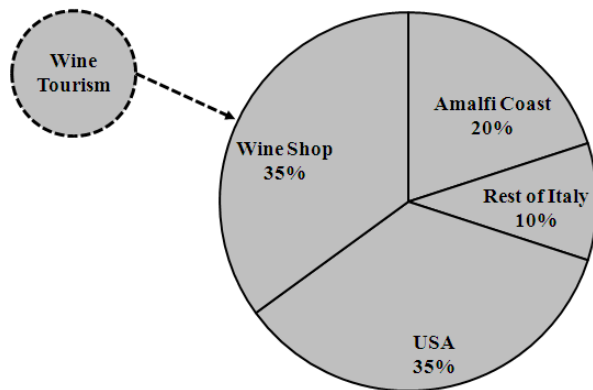


Figure 2. Sales distribution of Vigne di Raito on different markets. Authors' calculation from corporate data (2015).

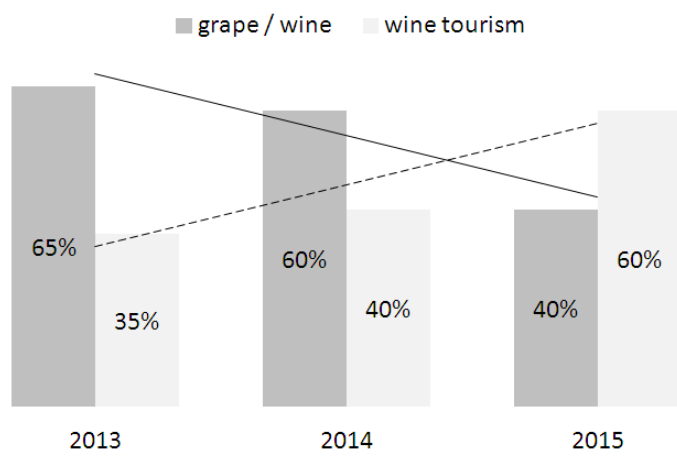


Figure 3. Shares of sales from 'grape / wine' and 'wine tourism'. Authors' calculation from corporate data.

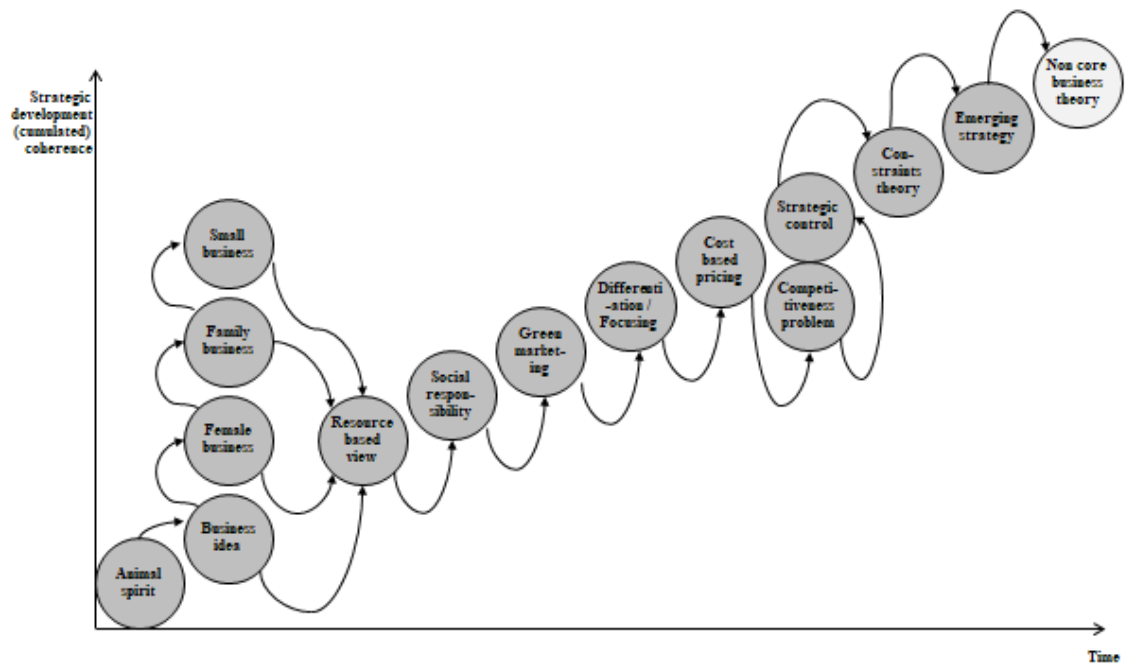


Figure 4. Reconstruction through managerial theories of the ‘non-core business’ dynamics of Vigne di Raito. Authors’ analysis.

Name of the winery	Province	Tourist territory	Small business	Family business	<i>Terroir</i>-based wines
Tempere	Salerno	✓	✓	✓	✓
Terra di Vento	Salerno	✓	✓	✓	✓
Astroni	Naples	✓	✓	✓	✓
Sibilla	Naples	✓	✓	✓	✓
Sorrentino	Naples	✓	✓	✓	✓

Table 1 - Application of the ‘non-core business theory’ to other five practical examples.